2004 – 2005

Saskatchewan
Provincial Budget

Performance Plan

104-05161/

Minister's Message

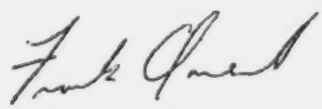
Our vision is of a Saskatchewan where children, families and seniors feel safe in their homes and their communities. Investing in safe communities will ensure that Saskatchewan remains an ideal place to live, work and raise a family. I am committed to completing the key actions identified in our 2004-05 Performance Plan and reporting on the Department's actual progress to the people of Saskatchewan in July 2005.

In recent years, the Department has initiated a number of programs, services and projects that have shown success in dealing with crime, marginalization, community health and safety and overall economic well-being. The Aboriginal Courtworker Program, the Urban Aboriginal Crime Prevention Strategy and the Northern Cree Court Circuit have all engaged communities in the justice system while tackling wider, underlying crime problems in the Province. The Regina Auto Theft Strategy targets a specific crime problem, and reduced auto thefts by 28 per cent in its first year. The Maintenance Enforcement Office is a national leader that supports the resiliency of children and families. The Saskatchewan Financial Services Commission is an innovative approach to financial services regulation that works to ensure a fair and efficient marketplace.

Our key strategies for keeping communities safe are:

- Reducing reliance on the justice system to solve social problems
- Changing the relationship between Aboriginal people and the justice system to reduce offending and victimization within Aboriginal communities
- Reducing offending through targeted, integrated approaches and effective, early interventions
- Streamlining the justice system to reduce delays and costs

This is an ambitious agenda that takes our justice system in some important new directions. Building on our successes, the Department's performance plan reflects the key trends in Saskatchewan crime and the needs of Saskatchewan communities, businesses and government.



Frank Quennell, Q.C.
Minister of Justice
and Attorney General

Who We Are

The mandate of Saskatchewan Justice flows from the historic and constitutional role of the Attorney General to uphold the rule of law[1], protect basic legal rights of citizens, and ensure good and proper administration of justice. Effective justice services contribute to social stability, and by extension, to a high quality of life for citizens. Justice services must reflect the norms of the community and support a sound, healthy society.

Saskatchewan Justice has about 900 employees across the Province working toward the achievement of its vision of "A fair, equitable and safe society supported by a justice system that is trusted and understood." Department employees work with other departments, governments and community partners to administer and deliver justice, protect basic legal rights and relationships, and provide other justice functions, such as producing legal publications and developing alternative mechanisms to resolve disputes.

Department activities are organized into six main divisions: Community Justice, Public Prosecutions, Courts and Civil Justice, Civil Law, Public Law, and Finance and Administration. A brief description of each of these areas is provided below. More information is available on the Saskatchewan Justice website at www.saskjustice.gov.sk.ca.

The Departments of Justice and Corrections and Public Safety share the services of four branches: Communications and Public Education, Administrative Services, Systems Services and Human Resources.

COMMUNITY JUSTICE DIVISION

The Community Justice Division includes Law Enforcement Services, Community Services, Victim Services, and Aboriginal and Northern Justice Initiatives. It provides alternative measures and crime prevention programs that respond to the needs of communities for increased safety and greater involvement in justice services. It supports the development and delivery of community-based justice initiatives, co-ordinates Aboriginal and northern justice initiatives and funds the Aboriginal Courtworker Program, the Police Commission and the Police Complaints Investigator. It also provides provincial policing services under contract with the Royal Canadian Mounted Police (RCMP), regulates the private security industry and provides for coroners' investigations.

[1] *In general terms, the rule of law means that the Government and all citizens are subject to the law and must operate according to its terms.*

The Division is also home to a unique set of Aboriginal initiatives made possible by funding innovative partnerships with Aboriginal organizations and the federal government. These programs respect Aboriginal values and traditions and provide employment opportunities for Aboriginal people.

PUBLIC PROSECUTIONS DIVISION

The Public Prosecutions Division represents the interests of the general public in the criminal justice system. It provides legal advice to Government and numerous law enforcement agencies. Prosecutors assess investigation results to determine whether there is sufficient evidence to prosecute a violation of the law and whether the public interest in that prosecution justifies the expenditure of public funds. Public Prosecutions Division also has a substantial role in training law enforcement officials such as police.

COURTS AND CIVIL JUSTICE DIVISION

The Courts and Civil Justice Division provides judicial and operational support to the court system, produces transcripts and provides enforcement services for legal judgements through the Sheriff's Office. It provides maintenance enforcement and other family justice services to assist parents and children deal with the difficulties of family breakdown. The Division licenses Commissioners of Oaths, Notaries Public and Marriage Commissioners. It also provides dispute resolution services to assist in resolving disputes outside the court system and protects the interests of people who do not have the capacity to manage their own financial affairs. As well, it supports economic well-being through the provision of corporate registry services.

CIVIL LAW DIVISION

The Civil Law Division provides legal services to the departments, agencies, boards and commission of the Government of Saskatchewan.

PUBLIC LAW DIVISION

The Public Law Division provides legal services to Government, including advice on Aboriginal, trade law and constitutional matters, and legal, policy and technical advice in relation to legislation. Through the Queen's Printer, it publishes and distributes legislation, regulations and other government publications.

FINANCE AND ADMINISTRATION DIVISION

The Finance and Administration Division proves administrative services to senior management and operational areas of the Department through the following branches that are shared with the Department of Corrections and Public Safety: Administrative Services, Human Resources and Systems Services. These support services are also provided to a number of boards and commissions assigned to the Minister of Justice and Attorney General.

Responsibility for the Consumer Protection Branch also lies within this Division. This Branch is a regulatory body that grants licenses, regulates market conduct, investigates complaints, answers inquiries and oversees the regulation of the death services industry through an industry self-regulatory body. The major activity within the Branch is to provide information and direction to the public and businesses to assist in dealing with problems encountered in the marketplace. It also acts directly for members of the public unable to protect themselves.

IN SUMMARY

Together, the Divisions of the Department work with Saskatchewan Justice stakeholders and partners to ensure the justice system:

- Effectively enforces criminal law (*Criminal Code, Youth Criminal Justice Act* and provincial statutes), including the need to be tough on serious crime and the need for integrated approaches in situations where the offender can be effectively dealt with in the community
- Provides effective mechanisms for resolving social conflict to ensure that people do not turn to socially destructive ways of dealing with their issues
- Responds to the legal and social needs of people, particularly those in vulnerable circumstances and those involved in family disputes
- Plays a key regulatory function in the marketplace to safeguard consumer and public interests and support economic well-being
- Provides legal and policy services to Government, including serving as the Government's official legal advisor and representing the Government before courts and tribunals, as well as advising departments and agencies about developing legislative proposals and drafting all legislative instruments

Plan at a Glance

Saskatchewan Justice reviews and revises its goals and objectives on a regular basis as social, governmental and departmental priorities shift. Justice's goals and objectives reflect current needs and form the basis for key actions that address those needs.

Justice's 2004-05 Performance Plan, the third to be published, builds on the multi-year goals and objectives of the 2003-04 Plan. Each objective contains a set of key actions for 2004-05 and most objectives have performance measures. We are continuing to expand, revise and develop our set of performance measures.

KEY PARTNERS

To achieve its vision and the outcomes identified in its plan, Justice works with key partners – some represent justice system components; some deliver community-based justice services; and some assist in policy and legislative development and implementation. All have an impact on the extent to which Justice is able to achieve its goals, objectives and outcomes.

The following organizations play a critical role in shaping the criminal justice system of the future. These partners have an impact on the extent to which the Department is able to meet its criminal justice performance measures, particularly those under Goal 1, Safe Communities and Goal 2, Aboriginal Justice.

- Police and the Saskatchewan Legal Aid Commission partner with the Department[1] in criminal justice system delivery, but are formally independent. The Department also provides funding to victim services programs that are affiliated with police services and support victims during the criminal justice process and Aboriginal courtworkers who work for Aboriginal organizations and support Aboriginal offenders during the court process.
- Community-based organizations, including Aboriginal communities and organizations, deliver a wide range of services, such as community justice programs, alternative measures, First Nations policing, Aboriginal courtworkers, Aboriginal family violence projects and Aboriginal youth crime prevention programs. Justice provides funding to community-based organizations to deliver these programs; some are cost-shared with other funders.

[1] *The Department also works closely with the judiciary, but there is a constitutional separation between executive government and the judiciary, and the judiciary is independent of government.*

The participation of federal, municipal, First Nations and Métis governments is critical to the achievement of our plan. The participation at the federal level of government is essential in a number of areas, particularly with respect to First Nations people and through cost-sharing agreements. Federal involvement or lack of involvement affects the Department's ability to achieve a large number of performance measures, particularly those under Goal 1, Safe Communities, Goal 2, Aboriginal Justice and Goal 3, Civil and Family Justice. The Department and its municipal partners work together to implement provincial policing strategies and policies.

The Department, together with First Nations, Métis and municipal partners, works to develop and evaluate targeted responses to deal with seriously offending youth and young adults, related directly to Goal 1, Safe Communities and Goal 2, Aboriginal Justice.

Two other partners that have an impact on the extent to which Justice achieves its 2004-05 Plan are the legal profession and business. The Department partners with the legal profession to provide effective civil solutions (Goal 3, Civil and Family Justice) and with business to identify potential changes to regulations, as well as to define acceptable levels of service (Goal 4, Marketplace Relations).

2004-05 PERFORMANCE PLAN

The goals and objectives in the 2004-05 Performance Plan articulate the outcomes the Department is pursuing as we move towards our vision in the years to come. The performance measures are a key means to track progress towards its objectives. In the 2004-05 Annual Report (July 2005) Saskatchewan Justice will report actual results compared to the expectations set out in this plan.

VISION

A fair, equitable, and safe society supported by a justice system that is trusted and understood

GOAL #1

Safe Communities: Individuals are safe and secure from crime, the rights of people are protected, and crime is reduced

OBJECTIVE 1 - *Hold offenders accountable through effective enforcement and responses to offending*

Performance Measures:

- Offender accountability:
  - ~ Per cent of dollar amount of fines ordered paid within three years of disposition
  - ~ Per cent of dollar amount of provincial victim surcharges collected within three years of disposition
  - ~ Per cent of offenders successfully completing agreements in alternative measures programs

- Impact of targeted initiatives on crime rate – per cent change in auto theft crime in Regina
- Effectiveness in solving crimes – per cent of police-reported incidents cleared by charge or cleared otherwise
- Relationship between alternative measures programs and reoffending - per cent of offenders who reoffend following completion of agreements in alternative measures programs

***OBJECTIVE 2** - Protect the rights of persons in criminal processes*

Performance Measures:

- Access to courts – average length of time to next trial date in criminal proceedings (a) at northern points (b) in Saskatoon
- Services provided to accused – average number of services provided to accused by courtworkers
- Access to legal advice – number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours

***OBJECTIVE 3** - Respond to the needs of victims throughout the criminal justice process*

Performance Measure:

- Access to and satisfaction with victim services programs
  - ~ Per cent of population with access to police-affiliated victim services programs
  - ~ Number of police-affiliated victim service programs
  - ~ Per cent of respondents who were very or somewhat satisfied with police affiliated victim services

***OBJECTIVE 4** - Engage communities in crime prevention and responding to offending*

Performance Measure:

- Community engagement – number of communities participating in community justice activities with Saskatchewan Justice

GOAL #2

Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal people

OBJECTIVE 1 - *Increase the participation of Aboriginal people in the administration of justice*

Performance Measures:

- Employment diversity – per cent of Justice employees who self-identify as Aboriginal
- Participation in community justice program delivery – number of people working in Justice-funded community justice programs delivered by Aboriginal organizations

OBJECTIVE 2 - *Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime*

Performance Measures:

- Partnerships with Aboriginal communities – per cent of on-reserve First Nations people served by community tripartite agreements

OBJECTIVE 3 - *Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities*

Performance Measures:

- Under development

GOAL #3

Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

OBJECTIVE 1 - *Improve access to effective dispute resolution processes*

Performance Measures:

- Effectiveness of civil dispute resolution processes – per cent of civil cases resolved following mandatory civil mediation
- Access to civil dispute resolution processes – average length of time from pretrial to next available trial date for civil proceedings in Queen's Bench Court

OBJECTIVE 2 - *Support the resilience of children and families involved in family disputes*

Performance Measures:

- Effectiveness of programs supporting resiliency of children and families – per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office
- Effectiveness of programs to support resiliency of children and families – per cent of cases resolved following custody and access assessment

OBJECTIVE 3 - *Protect children and adults who need assistance to manage their affairs*

Performance Measures:

- Quality of return rate of investments – per cent difference between the rate of return on client assets invested by the Office of the Public Guardian and Trustee and the benchmark identified in the Investment Policy

GOAL #4

Marketplace Relations: The marketplace is fair, efficient and effective

OBJECTIVE 1 - *Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation*

Performance Measures:

- Efficiency of Response
  - ~ Per cent of telephone inquiries from consumers responded to within one business day
  - ~ Per cent of incorporations, registrations and fundamental changes of all types processed within 10 business days

GOAL #5

Legal Services: Programs and policies of government are supported by appropriate legal services

OBJECTIVE 1 - *Provide quality legal services to government that are consistent, coherent, and cost-effective*

Performance Measures:

- Under development

2004-05 Financial Overview

The 2004-05 appropriation for Saskatchewan Justice is $199.8 million.

2004-05 ESTIMATES	*(in thousands of dollars)*
Administration	$ 4,285
Accommodation and Central Services	13,615
Courts and Civil Justice	35,536
Legal Services	18,419
Community Justice	102,339
Marketplace Regulation	4,798
Boards and Commissions	20,831
Total Appropriation	$ 199,823
Capital Acquisitions	(250)
Amortization	334
Total Expense	$ 199,907
FTE Staff Compliment	879.6

Saskatchewan Justice also provides funding to third party agencies such as the Royal Canadian Mounted Police (RCMP) and municipal police services ($95.4 million), Legal Aid Commission ($14.3 million), and community based organizations ($1.9 million). The total 2004-05 Budget for third party agencies is $111.6 million or 55.9 per cent of the overall Justice budget.

Trends and Issues

Saskatchewan Justice policies and programs are developed in response to a variety of indicators. It is important for the Department to identify and monitor current trends that influence our future planning. Keeping these issues in mind facilitates decision-making for the Department and its stakeholders.

CRIME TRENDS

Saskatchewan has the highest provincial *Criminal Code* crime rate in Canada, a status it has now held for five years. The Saskatchewan crime rate crept upward throughout the last decade, increasing by 16 per cent between 1992 and 2002. At 13,368 incidents per 100,000 population, the 2002 Saskatchewan crime rate was one per cent lower than the year before, but 76 per cent higher than the national rate (7,590). The Regina Census Metropolitan Area (CMA) had the highest crime rate among twenty-five CMAs for the eighth consecutive year. Saskatoon had the second-highest CMA crime rate for the third year running.

The Saskatchewan crime phenomenon is related to linked and overlapping patterns of disadvantage that negatively shape the lives of many young people, and Aboriginal young people in particular. Young people aged 15 to 24 years typically account for 4 in 10 people accused of a crime, with males at 8 in 10. At 10,579 charges per 10,000 youth aged 12 to 17 years, Saskatchewan had the highest provincial youth crime rate, more than double the national average (3,956).

The crime rate is a barometer of the well-being of Saskatchewan society, and drives much of what we do in the criminal justice system. Generally, crime rates tell us about how much and what type of crime is being experienced. This knowledge is used to develop justice responses such as the Regina Auto Theft Strategy.

ABORIGINAL INVOLVEMENT

Aboriginal people experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal people. Aboriginal people represent about 13.5 per cent of the provincial population and 10 per cent of the adult population 18 years of age and older, yet account for approximately 40 per cent of those accused of crime, and a similar proportion of those victimized by violent crime. Aboriginal women are especially vulnerable to spousal violence, being at least three times as likely as non-Aboriginal women to be assaulted by a current or former spouse.

Justice continues to work on the development of community-based justice programs and services that involve First Nation, Métis and non-Aboriginal communities in identifying crime-related issues and how best to address them. For example, the Commission on First Nations and Métis Peoples and Justice Reform established in November 2001 consulted with Aboriginal communities to develop recommendations to improve the relationship between Aboriginal peoples and the justice system. Its final report will be released in June 2004.

SOCIO-DEMOGRAPHIC CHANGE

Shifting priorities are a result of socio-demographic changes. Of all provinces, Saskatchewan has the highest proportion of young people under 19 years of age and seniors age 65 years and over. Saskatchewan's senior population is expected to grow to 22.5 per cent by the year 2026.

The age profile of Saskatchewan is heavily influenced by the high birth rate of its Aboriginal population. Self-identifying Aboriginal people accounted for 13.5 per cent of the provincial population in 2001 and 22.7 per cent of the population 19 years of age and under. According to some projections, Aboriginal people could represent as much as 20 per cent of the provincial population by 2018.

Large numbers of children are experiencing changes in their living arrangements due to their parents' decision to end their marriages or partnerships. Overall, 16 per cent of Canadian children under 12 years of age now reside with one parent, while an additional nine per cent live either in a reconstructed family or with adults who are not their biological parents.

GLOBALIZATION OF THE MARKETPLACE AND CHANGING MODELS OF REGULATION

In addition to drought and international trade disputes, globalization and trade liberalization have been key factors affecting the Saskatchewan economy. Networks of digital communications, the digitization of information and the restructuring of work are key features of the new economy. In this context, provincial and national borders are becoming less significant. In particular, the Internet raises questions and concerns about new types of criminal behaviour and how to detect and arrest criminals who may be in another province or country.

Globalization and the information age have also made it necessary to harmonize Saskatchewan legislation and regulations in order to simplify regulatory and legal structures at the national and international level.

There has been an explosion in requests for trade law legal advice in recent years. Cases such as the current softwood lumber proceedings/negotiations and the countervailing duty proceedings against wheat have strained departmental legal resources. As well, there is a growing demand from other departments, Crown corporations and agencies for advice on the North American Free Trade Agreement (NAFTA), the World Trade Organization (WTO), and the Agreement on Internal Trade (AIT).

FEDERAL/PROVINCIAL ENVIRONMENT

Justice is a shared responsibility between the federal and provincial governments. Although the Province, through Saskatchewan Justice and Saskatchewan Corrections and Public Safety, is responsible for the administration of justice, Parliament has primary responsibility for criminal law and some aspects of family law. As a result, federal legislation can and does impose formidable obligations on Saskatchewan Justice. For example, the extensive policy and program changes required by the *Youth Criminal Justice Act* continue to have an impact on both departments who co-chair the committee responsible for ongoing implementation and evaluation.

Goals, Objectives, Actions, and Measures

This section of the report provides details about where Saskatchewan Justice is headed (vision, goals and objectives). It describes what the Department will do to achieve its objectives (key actions) and how we will know if we are successful in making progress towards our longer-term objectives (performance measures).

VISION

A fair, equitable and safe society supported by a justice system that is trusted and understood

GOAL #1

Safe Communities: Individuals are safe and secure from crime, the rights of people are protected and crime is reduced

OBJECTIVE 1 - *Hold offenders accountable through effective enforcement and responses to offending*

Saskatchewan citizens want their families, their homes, and their communities to be safe. The Department has a balanced, multi-year criminal justice strategy for building safer communities and overall public confidence in the criminal justice system through targeted interventions and improved efficiency. This includes initiatives in the areas of prosecutions, law enforcement, victims' services, court services, criminal law reform, and crime prevention. This approach recognizes the need for a continuum of justice services with an increased emphasis on community-based services, including responsibility for local delivery, crime prevention, holistic treatment of offenders and victims in family violence situations, and involvement of victims in the criminal justice process.

Key Actions for 2004-05

- To support the continued implementation of the Youth Services Model and the *Youth Criminal Justice Act*, the interdepartmental committee co-chaired by the Departments of Justice and Corrections and Public Safety will evaluate the impact of implementation and interventions, while promoting a balanced approach to holding youth accountable provincially and nationally.
- To deal with serious offending youth and young adults, the Department will continue to work in partnership to develop and evaluate targeted responses.
- To increase public safety and create a hostile environment for organized crime and gang activities, the Department will work nationally and regionally to strategically combat organized crime, including implementing measures to prevent marijuana grow operations and recruitment into youth gangs and developing legislation to support interjurisdictional police operations.

- To enhance police capacity to detect repeat sex offenders, the Department will work with the police community and other jurisdictions to implement the bill establishing the National Sex Offender Registry.
- To enhance the effectiveness of the criminal justice system, the Department will take steps to implement changes to federal criminal law in partnership with stakeholders in the criminal justice system in areas such as cannabis reform, sentencing and criminal process reform.
- To support efficiency and effectiveness of the criminal justice response, the Department will continue to participate in integrated and interdepartmental/intergovernmental strategies on Fetal Alcohol Spectrum Disorder (FASD), family violence, and School[Plus].
- To respond to the findings of an analysis on administration of justice offences/process and ensure efficient use of criminal justice resources, the Department will review and develop a response to recommendations on the management of administration of justice offences.
- To improve the efficiency of court processes, the Department will implement the use of video conferencing, with particular emphasis on Saskatoon.
- To improve the efficiency of court processes, the Department will continue to work in partnership on case management and early case resolution.

What are we measuring?	**Where are we starting from?**
Offender accountability	
• Per cent of dollar amount of fines ordered paid within three years of disposition	77.3%
• Per cent of dollar amount of provincial victim surcharges collected within three years of disposition	89.2%
• Per cent of offenders successfully completing agreements in alternative measures programs	87%
	[2002-03, latest data available]

Offenders are held accountable for their crimes in three ways: custodial sentences and community supervision orders (Corrections and Public Safety), financial commitments, such as fines and victim surcharges (Justice) and community justice programs, such as alternative measures (youth by Corrections and Public Safety and adults by Justice).

Justice continues to work on cost-effective methods of collecting unpaid fines. Community- based organizations funded through Justice and Corrections and Public Safety deliver alternative measures programs. Completion of the agreements reached in these programs depends on variables such as the skills of the mediator/facilitator and family support.

What are we measuring?	Where are we starting from?
Impact of targeted initiatives on crime rate – per cent change in auto theft crime in Regina	2,592 *[2003; latest data available]*

A targeted, integrated response by Justice, Corrections and Public Safety and Regina Police Service has been developed to more effectively hold offenders accountable for their actions when they steal vehicles in Regina. Beginning at a level of 3,849 thefts in 2001, a reduction of 28 per cent was experienced in 2002.

What are we measuring?	Where are we starting from?
Effectiveness in solving crimes – per cent of police-reported incidents cleared by charge or cleared otherwise	47.5% *[2002-03; latest data available]*

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. "Clearance by charge" means a suspect has been identified and a charge laid. "Clearance otherwise" means a suspect has been identified and no charge laid for a variety of reasons (e.g., diplomatic immunity; complainant refuses to continue; use of alternative measures).

What are we measuring?	Where are we starting from?
Relationship between alternative measures programs and reoffending – per cent of offenders who reoffend following completion of agreements in alternative measures programs.	Under development

Reoffending results from many social factors including the lack of family support and the degree of success of treatment programs. This measure may be considered a partial indicator of effectiveness of alternative measures programs.

To establish this measure, Justice will identify a sample of offenders referred to alternative measures programs who have successfully completed their agreements and a sample who were not successful. Reoffending rates will be calculated for the two groups.

OBJECTIVE 2 *- Protect the rights of persons in criminal processes*

The Department is committed to ensuring that victims and accused persons are able to understand, participate in, and represent their interests in criminal proceedings. This is essential to realizing our vision of a fair, equitable and safe society supported by a justice system that is trusted and understood.

Key Actions for 2004-05

- To ensure adequate access to criminal Legal Aid, the Department will support the Saskatchewan Legal Aid Commission in implementing its strategic plan.
- To promote confidence in criminal justice system responses, the Department will reform the police complaints process and make revisions to the jury selection process.
- To examine past practices in the administration of criminal justice in Saskatchewan, the Department will conduct an inquiry into the conviction of David Edgar Milgaard.

What are we measuring?	**Where are we starting from?**
Access to courts – average length of time to next trial date in criminal proceedings	
• at northern court points	133 days *[2002-03, latest data available]*
• in Saskatoon	143 days *[2003-04, latest data available]*

Timeliness of the court process is critical in protecting the rights of persons in criminal processes and in improving the effectiveness of the court in serving the public.

What are we measuring?	**Where are we starting from?**
Services provided to accused – average number of services provided to accused by courtworkers	4.0 *[2001-02, latest data available]*

The Saskatchewan Aboriginal Courtworker Program assists Aboriginal accused to better understand their rights, options and responsibilities when appearing in criminal justice courts. Courtworkers provide services, such as explaining court process, assisting families of accused and directing clients to counseling and treatment programs. In 2001-02 courtworkers served over 12,000 clients.

What are we measuring?	Where are we starting from?
Access to legal advice – number of services provided to accused who have been detained or arrested by police and exercise their right to legal counsel after regular office hours	10,679 *[2002-03, latest data available]*

The Saskatchewan Legal Aid Commission has made arrangements with non-Legal Aid counsel to handle calls after regular office hours from accused who are detained or arrested (Duty Counsel Advice Service). When contacted by offenders, the non-Legal Aid counsel provides legal assistance. These calls are recorded on the database of the Saskatchewan Legal Aid Commission.

***OBJECTIVE 3** - Respond to the needs of victims throughout the criminal justice process*

The Department supports timely and appropriate responses to the needs of victims of crime. We believe that these needs are best met by:

- Effectively managing the Victims Fund[1] to maximize funding for programs and services
- Providing basic crisis intervention services in the immediate aftermath of a crime, with a special emphasis on those more vulnerable to victimization (children, victims of violent crime, Aboriginal people, and persons with disabilities)
- Providing financial compensation and support services to help victims through the criminal justice process
- Helping victims have a greater voice in the criminal justice process
- Educating the public and justice professionals about the needs of victims and how to respond in a helpful and compassionate manner

Key Actions for 2004-05

- To improve its services and supports for victims of crime, the Department will implement its response to the evaluation of victim services funded through the Victims Fund, Saskatchewan Justice, including the findings of the roundtables with victims who are Aboriginal, who are older and who have disabilities.
- To continue to address the risk of sexual exploitation of children and youth, the provincial Strategy on Sexual Exploitation of Children and Youth will continue to be implemented and evaluated, including new measures to deal with child pornography and luring on the Internet.

[1] *The Victims of Crime Act provides for the collection of a surcharge on provincial offences and creates a dedicated fund to support programs and services for victims. Revenue from the provincial and federal surcharge collection is referred to as the "Victims Fund" and is the sole source of income for the Victims Services Program, including compensation for victims of crime.*

- To address family and intimate relationship violence, the Department will implement an evaluation of the Aboriginal Family Violence Initiative and develop an action plan based on the findings of research on the justice response to police-reported crime involving situations of family violence.
- To protect children, the Department will participate in interdepartmental action to improve the capacity of services to recognize and respond to child abuse through partnering in initiatives such as the School[Plus] and the Interdepartmental Child Abuse Committee.
- To respond to concerns about victimization and lack of services expressed by northern communities, the Department will implement the northern victims' strategy as a component of the northern justice workplan and assist communities in developing services.

What are we measuring?	**Where are we starting from?**
Access to and satisfaction with victim services programs	
• Per cent of population with access to police-affiliated victim services programs	80% *[2003-04]*
• Number of police-affiliated victim services programs	17 *[2002-03; latest data available]*
• Per cent of respondents who were very or somewhat satisfied with police-affiliated victim services	62% *[2000-01; latest data available]*

Seventeen community-based victim services programs serve victims of crime directly. They are funded by Justice and are part of municipal police services and RCMP. These programs are crisis intervention programs that are the main immediate and short-term forms of support for victims of crime and traumatic events such as accidental death. They provide information, support and referral for victims. They must be available to all Saskatchewan people and meet the needs of victims. The program evaluation completed in 2003-04 provided data on program improvement and client satisfaction with services and supports.

OBJECTIVE 4 - *Engage communities in crime prevention and responding to offending*

The Department supports community-based justice and restorative justice[1] strategies. These programs support a response to crime and conflict developed by community in response to locally identified community needs. The Department is addressing community safety and crime prevention by focusing on the social factors that influence crime and by working with other government departments and community-based organizations to develop community-based approaches to crime prevention.

Key Actions for 2004-05

- To promote community capacity, the Department will provide training for volunteer community boards serving in program areas, such as victims services, community justice and police management.
- To improve police response to northern community needs, the Department will support a review of the northern policing framework agreement.
- To support community organizations in crime prevention activities and to promote integration of crime prevention initiatives, the Department will continue to participate in decision-making processes with the National Crime Prevention Centre and its programs.
- To promote community engagement, the Department will support the expansion and work of community justice committees.

What are we measuring?	**Where are we starting from?**
Community engagement – number of communities participating in community justice activities with Saskatchewan Justice	118 *[2002-03, latest data available]*

The number of communities partnering with Saskatchewan Justice to offer justice-related programs provides a measure of community engagement in community justice activities. These programs include community justice programs, victim services programs, crime prevention programs and family violence prevention programs.

[1] *Restorative justice involves traditional methods of resolving conflict that are used by many cultures, including Canadian Aboriginal peoples. A restorative approach involves victims, offenders, families and community members in responding to crime and conflict.*

GOAL #2

Aboriginal Justice: The justice system responds to the needs, values and aspirations of Aboriginal people

***OBJECTIVE 1** - Increase the participation of Aboriginal people in the administration of justice*

The Department supports the need to reform the justice system to better meet the needs of Aboriginal people. This includes involving Aboriginal people and communities in the administration of justice to ensure programs are culturally relevant and responsive and to build ownership of justice responses to crime and conflict.

Key Actions for 2004-05

- To increase Aboriginal involvement and ownership over justice responses, the Department will involve more Aboriginal people in program design and delivery.
- To increase Aboriginal involvement in developing justice responses, the Department will implement policy forums for discussion with FSIN and MNS.
- To increase Aboriginal participation in the administration of justice, the Department will continue to support employment diversity policies.
- To improve departmental understanding of Aboriginal culture, the Department will support programs to increase cultural awareness for Department and Justice system employees.

What are we measuring?	Where are we starting from?
Employment diversity – per cent of Justice employees who self-identify as Aboriginal	3.8% *[2002-03, latest data available]*

Aboriginal people want to be more involved in working within the justice system to ensure programs are culturally relevant and responsive. Having individuals from the Aboriginal community working within the Department to ensure the interests of Aboriginal peoples are understood and incorporated into program development and implementation increases the confidence of Aboriginal people in the justice system.

What are we measuring?	Where are we starting from?
Participation in community justice program delivery – number of people working in Justice-funded community justice programs delivered by Aboriginal organizations	111 *[2002-03: latest data available]*

Justice uses a community-based approach towards community justice programming, including community justice programs, the Saskatchewan Aboriginal Courtworker Progr... First Nations Policing, Aboriginal Resource Officers Program, Aboriginal Family Violence Programs and Urban Aboriginal Crime Prevention Programs. The people working in these programs are not employees of the Department, but work in Justice-funded programs. The Department places great emphasis on the need for Aboriginal organizations to employ Aboriginal people to deliver services. Aboriginal people indicate that they have more confidence in programs delivered by Aboriginal service deliverers and organizations because those programs allow for cultural distinctiveness and provide positive role models.

OBJECTIVE 2 - *Partner with Aboriginal people to reform the justice system and to build capacity to deal with criminal justice issues and the causes of crime*

The Department, together with Aboriginal communities and Aboriginal leaders, seeks a justice system that accounts for cultural distinctiveness and actively involves Aboriginal people and communities in positive ways. The Department supports the need to reform the justice system to better meet the needs of Aboriginal people.

The Department partners with First Nations bands and tribal councils and Métis organizations to deliver community justice initiatives, such as crime prevention, support services for victims and offenders, alternative measures, community development and public education. In 2002-03, 67 of 72 First Nations delivered some or all of these services to their communities.

Key Actions for 2004-05

- To support implementation of the recommendations of the Commission on First Nations and Métis People and Justice Reform, the Department will develop an implementation structure with Federation of Saskatchewan Indian Nations (FSIN), Métis Nation – Saskatchewan (MNS) and federal partners.
- To promote safe communities and reduce offending, the Department will promote the exchange of information on the justice system and crime prevention at the community level and with individuals, particularly dealing with issues, such as youth gangs.
- To ensure that Aboriginal accused understand their rights, the Department will enhance courtworker services.

- To improve relationships between the Aboriginal community and the courts, the Department will strengthen linkages between community and the court system that will meet Aboriginal language and cultural needs (e.g., Elders Advisory Panel to Northern Cree Court, increased court locations on reserve).
- To improve Aboriginal involvement in promoting safe communities, the Department will expand the scope of First Nations tripartite policing agreements.
- To promote Aboriginal confidence in the criminal justice system, the Department will reform the police complaints process and review the jury selection process.
- To assess the impact of the Aboriginal Justice Strategy, the Department will continue to implement the Aboriginal Justice Evaluation Framework, including evaluation of the effectiveness of community justice programming.

What are we measuring?	**Where are we starting from?**
Partnerships with Aboriginal communities – per cent of on-reserve First Nations people served by community tripartite agreements	75% *[2002-03; latest data available]*

Community Tripartite Agreements (CTAs) involve Aboriginal people in decisions about policing activity in their communities. Justice works with the federal government, First Nations governments and Aboriginal people to partner with and build capacity in Aboriginal communities.

OBJECTIVE 3 - *Address the over-representation of Aboriginal people as offenders and victims through a balanced approach that respects the needs of victims, offenders and communities*[1]

Aboriginal people experience dramatically higher levels of offending, victimization and incarceration than non-Aboriginal people. They represent 13.5 per cent of the provincial population and 9.5 per cent of the adult population 18 years of age and older, yet account for about 40 per cent of those accused of crime, and a similar proportion of those victimized by crime. This over-representation is due to many factors including lower educational achievement, unemployment, poverty, high rates of substance abuse, family violence, and family and community dysfunction. The justice system and Aboriginal people are working together to improve the justice system response to the needs, values and aspirations of Aboriginal people and build healthier communities.

[1] *Many of the key actions listed in Goal 1, Safe Communities as well as the ongoing activities of the Department (e.g., Aboriginal Courtworker Program and Aboriginal Resource Officer Program) also apply to this objective. Targeted approaches to deal with offending and victimization serve the Aboriginal population to a great extent because of their over-representation in these populations.*

Key Actions for 2004-05

- To support analysis of Aboriginal offending and victimization, the Department will work provincially and nationally to ensure that accurate and appropriate data collection processes are in place.
- To demonstrate the system's ability to be sensitive to the needs of Aboriginal peoples, the Department will support and respond to recommendations of the Northern Cree Court Circuit Initiative program evaluation [final report due March 2004].
- To ensure an effective approach to address the multi-faceted reasons for over-representation, the Department will play an active role in interdepartmental strategies designed to address marginalization issues, including integrated approaches to crime (e.g., the Regina Autotheft Strategy, School^{Plus}, the Strategy for Métis and Off-Reserve First Nations Peoples, the Interdepartmental Committee on Family Violence and the northern workplan).

What are we measuring?

Under development

Where are we starting from?

Under development

GOAL #3

Civil and Family Justice: Conflicts are resolved in constructive and timely ways, and the justice system responds to the needs of vulnerable people and those involved in family disputes

***OBJECTIVE 1** - Improve access to effective dispute resolution processes*

The Department provides dispute resolution mechanisms that resolve civil matters in constructive and appropriate ways. A key element of conflict resolution is the meaningful engagement of interested parties. This means making dispute resolution mechanisms available that are not alienating and mystifying and ensuring that the values and interests of both parties are fully understood and fairly considered.

Key Actions for 2004-05

- To improve access for litigants, the Department will complete the review of Small Claims Court begun in 2003-04 and develop a response.
- To improve the mandatory civil mediation services, the Department will implement its response to the evaluation conducted in 2003-04.

What are we measuring?	Where are we starting from?
Effectiveness of civil dispute resolution processes – per cent of civil cases resolved following mandatory civil mediation	43% *[2002-03: latest data available]*

Resolving civil matters through mandatory civil mediation is a more expeditious way of dealing with civil cases. It reserves the court for more serious matters. However, the measure depends on variables out of Justice's control, such as the length of time the dispute has existed, effectiveness of lawyers representing the parties, mediator skills and willingness of the parties to participate.

What are we measuring?	Where are we starting from?
Access to civil dispute resolution processes – average length of time from pretrial to next available trial date for civil proceedings in Queen's Bench Court	90 days *[2002-03: latest data available]*

Timeliness of the court process is critical in improving access to courts for the public and improving the effectiveness of the court in serving the public.

OBJECTIVE 2 *- Support the resilience of children and families involved in family disputes*

In order to assist children and families dealing with the difficulties of family breakdown and separation, the Department provides family justice services that include assistance in the enforcement of maintenance payments, provision of legal aid in family law matters to low-income persons, parent education programs for separating or divorcing parents, programs for victims of family violence, custody and access assessments, and supervised access and exchange. These supports will help people involved in family disputes deal with difficulties in the healthiest way possible.

Key Actions for 2004-05

- To support the resilience of children and families, the Department will continue to work provincially and nationally to improve family law/justice services to support children and families through mandatory and voluntary parent education sessions, implementation of national changes to child support guidelines, and consultation with the Aboriginal community on family law issues.
- To monitor the effectiveness of support services, the Department will implement its response to the evaluation of the parent education program.

- To test the effectiveness of innovative approaches to reduce family disputes, the Department will evaluate a pilot variation dispute resolution project for low-income families.
- To improve the collection of support for children and other dependants, the Department will present amendments to *The Enforcement of Maintenance Orders Act*.
- To identify the needs of Aboriginal children and families, the Department will initiate discussions with the Aboriginal community.
- To support families in the resolution of issues, the Department will continue to support collaborative law and mediation initiatives.
- To increase understanding of rights and responsibilities of parties in family law processes, the Department will develop and consult on simplified, standard wording for court orders, forms, and public information on family law processes.

What are we measuring?	**Where are we starting from?**
Effectiveness of programs supporting resiliency of children and families – per cent collected of maintenance enforcement orders and agreements referred to the Maintenance Enforcement Office	79% *[2002-03: latest data available]*

Maintenance enforcement orders and agreements for financial support occur following a divorce or separation. The health and well-being of the families depend on timely receipt of support income to which they are entitled. The Saskatchewan Justice Maintenance Enforcement Office has the highest collection rate in Canada.

What are we measuring?	**Where are we starting from?**
Effectiveness of programs to support resiliency of children and families – per cent of cases resolved following custody and access assessment	82% *[2002-03: latest data available]*

Justice promotes resilient children and families through custody and access assessments that are conducted prior to the issue going to court. The health and well-being of the families depend on effective and efficient means to resolve disputes about custody and access.

OBJECTIVE 3 - *Protect children and adults who need assistance to manage their affairs*

The Office of the Public Guardian and Trustee protects persons in vulnerable circumstances. This includes protecting the interests of children under 18 years of age, administering the estates of persons who are incapable of managing their own affairs, and administering the estates of deceased persons. When the Office of the Public Guardian and Trustee becomes involved in the administration of the financial affairs of a person or an estate, it conducts an investigation, determines assets, collects assets, pays debts, pays monthly support, pays other expenses, and distributes assets.

Key Actions for 2004-05

- To protect the rights of people in vulnerable circumstances, the Department will work with other departments to develop the Government Disability Action Plan.

What are we measuring?	**Where are we starting from?**
Quality of return rate on investments – per cent difference between the rate of return on client assets invested by the Office of Public Guardian and Trustee and the benchmark identified in the Investment Policy	+0.3% *[2002-03, latest data available]*

One of the primary functions of the Office of Public Guardian and Trustee is to invest the assets it holds in trust for its clients. The primary objective is to meet or outperform a benchmark portfolio constructed from rates of return on the Toronto Stock Exchange 300 (capped 10 per cent) Index (as measured by CPMS), the Standard & Poor's 500 Index (in Canadian dollars), the Morgan Stanley Capital International Europe, Australia, Far East (EAFE) Index (in Canadian dollars), the Scotia Capital Universe Bond Index and 91-day Canada Treasury Bills. Although the Office of Public Guardian and Trustee has a comprehensive Investment Policy that it uses to select and guide the investment firm, market fluctuations have a significant impact on this performance measure.

GOAL #4

The marketplace is fair, efficient and effective

OBJECTIVE 1 - *Safeguard consumer and public interests and support economic well-being through responsive marketplace regulation*

The marketplace is dynamic. Technological innovation is changing the nature of economic activity. Consumers are buying goods and services in forms and in ways not contemplated a decade ago. Businesses are evolving. In addition, succeeding in global markets increasingly requires governments to take into account what is happening in other jurisdictions and, more particularly, the impact of regulation on the ability of local firms and workers to compete. To remain effective, regulators must be able to adapt, and regulations and regulatory structures and processes must be reviewed on an ongoing basis to ensure they promote economic and social well-being. Care must be taken to ensure that regulatory structures and processes do not impose unnecessary costs on business or government.

Key Actions for 2004-05

- To support an improved environment for business and consumers, the Department will participate in a national commercial law reform initiative.
- To promote harmonization in marketplace regulation, through the Saskatchewan Financial Services Commission (SFSC), the Department will support national initiatives to develop uniform security and pension laws.
- To support the Provincial/Territorial Ministers' initiative on securities regulation.
- To ensure continued relevance to the circumstances of consumers, industry and government, the Department will conduct research, prepare a discussion paper and consult with representatives of motor dealers about potential legislative changes to *The Motor Dealers Act in 2005-06*.
- To improve consumer protection, the Department will implement legislation dealing with: the *Consumer Protection Act*, and the *Condominium Property Act*.
- To respond to changes in the industry and concerns respecting privacy of personal information, the Department will update and harmonize the legislation respecting credit-reporting agencies with legislation of other provinces.

What are we measuring?	Where are we starting from?
Efficiency of response	
• Per cent of telephone inquiries from consumers responded to within one business day	99%
• Per cent of incorporations, registrations and fundamental changes of all types processed within 10 business days	76%
	[2002-03, latest data available]

Conducting service in a timely manner indicates that the branch is responsive to consumers and businesses and meets their expectations, thereby protecting their interests.

GOAL #5

Legal Services: Programs and policies of government are supported by appropriate legal services

OBJECTIVE 1 - *Provide quality legal services to government that are consistent, coherent, and cost-effective*

The Department is committed in all of its operations to the rule of law. The Department carries out the traditional role of the Attorney General in maintaining the rule of law and seeing that the administration of public affairs is in accordance with the law.

One important aspect of this role is the provision of legal and policy advice and services to Government. The Department's Dispute Resolution Office also provides government departments and agencies with advice on dispute resolution processes and assistance in resolving public sector disputes.

Although a relatively small proportion of the staff and resources of the Department are devoted to providing these legal, policy, and dispute resolution services, the proper discharge of these functions is critical to the effective functioning of the justice system and to ensuring that public affairs are conducted according to the law.

Key Actions for 2004-05

- To ensure we are meeting our clients' needs, the Department will establish and monitor standards for timeliness in responding to client requests for legal services.
- To ensure lawyers continue to develop and improve their skills in delivering quality legal services, the Department will establish and monitor standards for continuing legal education.
- To assist clients in identifying, avoiding and resolving legal problems, the Department will develop a plan to enhance the delivery of client education opportunities.
- To ensure our legal services are cost-effective, the Department will examine service delivery mechanisms across Canada.

What are we measuring?

Under development

Where are we starting from?

Under development

Where to Obtain Additional Information

If you have any questions or comments, we invite you to call (306) 787-7872.

Or contact:

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